Approved For Release 2006/08/09 : CIA-RDP86M00612R000100010054-4

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15 March 1968

MEMORANDUM FOR: Comptroller

SUBJECT : Community-Wide Program Analysis

REFERENCE : Executive Director's Proposed Note to Secretary of Defense on Manpower Controls, Paragraphs 4 and 5

1. Knowing where all U.S. intelligence manpower is being used is not just one of the DCI's responsibilities, it is the basic knowledge he must have in order to meet the totality of his responsibilities, all acting up to one basic objective - the coordination of the foreign intelligence activities of the United States.

2. Within CIA we now have at least the skeletal framework of a program analysis effort on the launch pad and ready to go, just as soon as the way it is designed to serve have determined the orbit it needs to take to give them a clear picture of the totality of Agency effort, from whatever combination of perspectives may be required to clarify the management problem at hand.

3. Within DOD, the DCI is, I understand, working now on the problem of applying the "Hitch system" to the Defense intelligence effort and in other ways gearing up for the kinds of "program analysis" they will need to carry out their responsibilities for the management of all military intelligence activities.

4. Past efforts to develop community-wide data that would give the totality picture of the U.S. foreign intelligence failed because the data submitted did not have comparability and therefor could not be melded to get at totality; there were other reasons for the failure including general lack of interest.

5. If the DCI wants to get at the totality of the Community's effort from whatever variety of perspectives he may require, the time to get ready for it is NOW; if we wait until CIA and DIA have each unilaterally developed their own program analysis system, past experience indicates that the output of one system will not be comparable with the other. The "phase line" proposed in the draft memorandum for transmittal from the DCI to the Secretary of Defense should have been started "yesterdays ago", each day that passes without establishing it will see the separate CIA and DIA program analysis systems more and more solidly set in two concrete forms that cannot be [illegible]

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tailed together; we will then be faced with a least a year's expenditure of blood, sweat and tears to re-shape them so that the DCI can obtain that he must have. In addition, there will be reluctant jurisdictional heads, skirmishing for previous position, etc.

6. RECOMMENDED ACTION

That the DCI, Secretary of Defense and Secretary of State each appoint one representative; divorce them from any other duties for the time being; provide them with an office in "neutral" territory, (Executive Office building) a secretary and a "leg-man"; authorize them to get from their respective organizations whatever information they may need and then, in effect, "lock the door" and give them thirty days to come up with a system for conducting community-wide program analysis. This research and development job can be done within thirty days provided those selected to work on the problem are: (a) thoroughly familiar with but unbeholden to the real on which previous efforts in this field have foundered; (b) know their community "law" (NSCID's, IEID's, PRMD's, etc.) and such previously approved actions as Joint Study Group Recommendation No. 30; (c) [redacted] have no reservations whatsoever with respect to the DCI's need to have the information that would be provided by a truly community-wide program analysis system. These men must be, at least for the time it takes to do this job, dedicated to the development of a system not to the defense of parochial interests, not even CIA's.

[redacted]
Chief, Program Analysis

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Compt/PAS/RST:bn
Distribution:
Original and 1 - Addressee
cc - Mr. [redacted]
cc - Mr.
cc - Signer
cc - PAS Chrono

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